

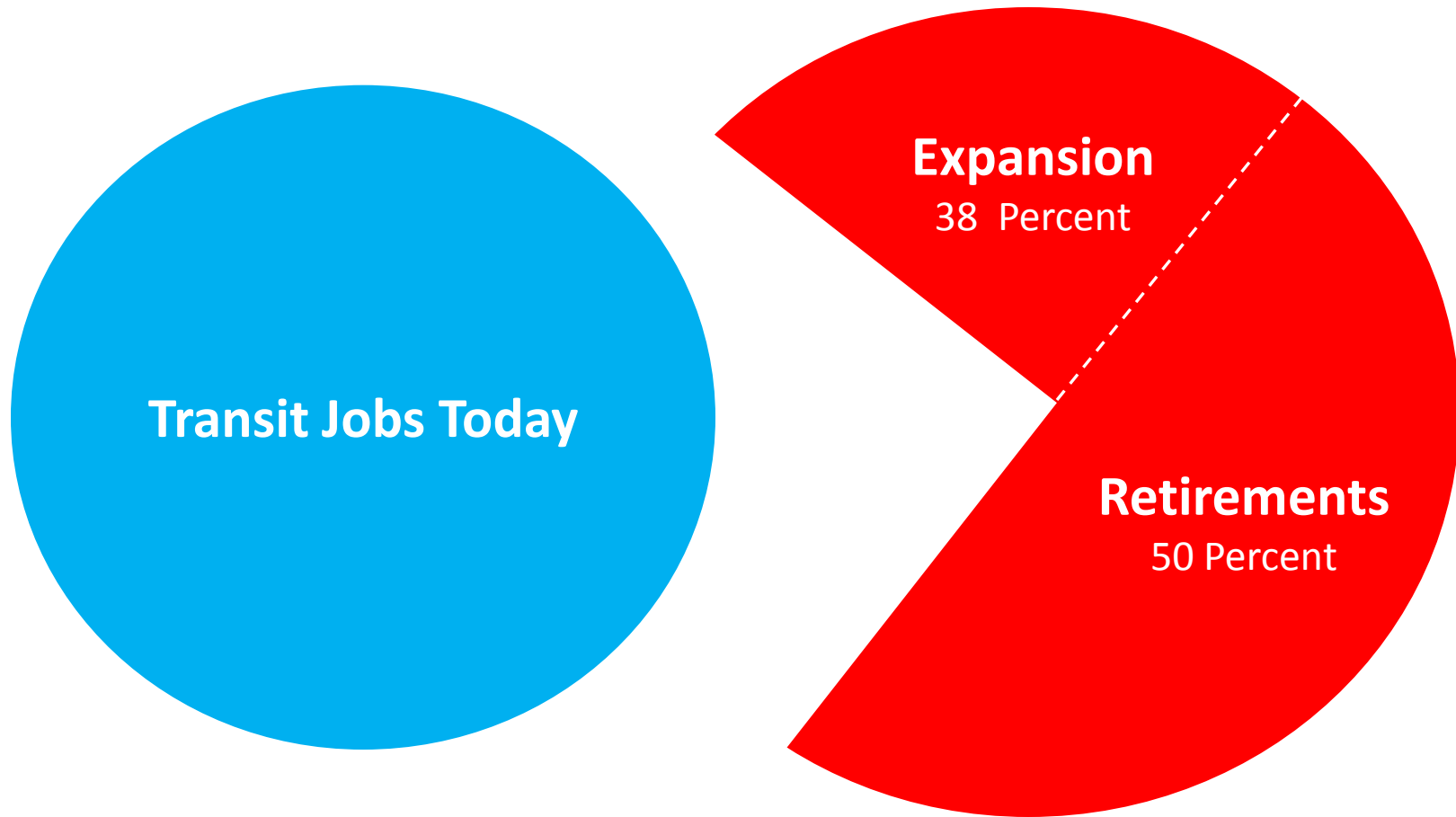
The Challenge of Transit's 80 Percent: Training Frontline Workers

Standards-Based Training Systems Career Ladders and Career Pathways

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HUGE TRAINING NEEDS:

Equivalent of 88 Percent of Today's Transit Workforce Will Have to Be Hired and Trained in the Next 10 Years

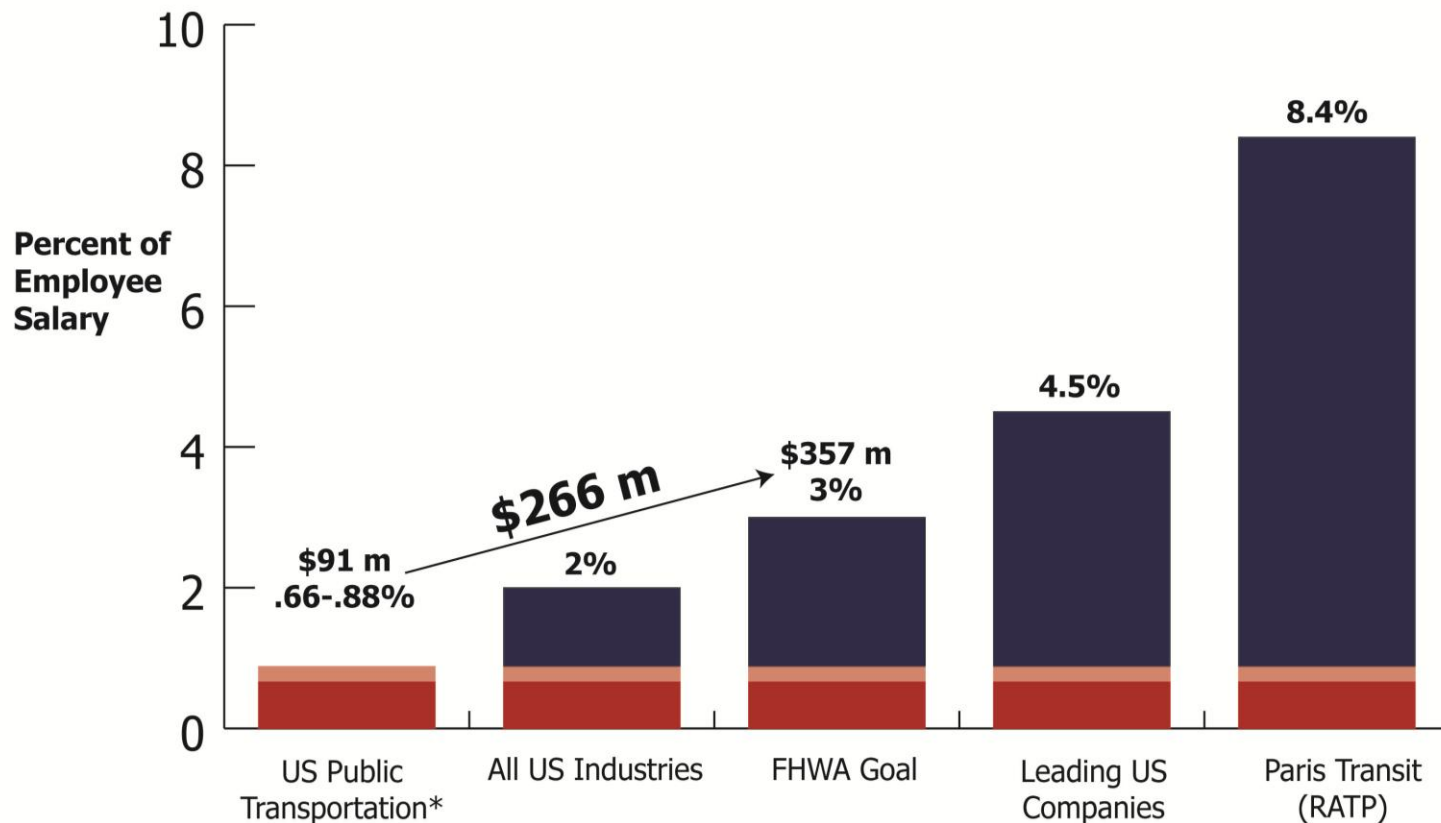


Source: TLC based on data from US DOT, US DOL

BUT UNDERINVESTING in HUMAN CAPITAL:

Transit Invests Less than 1 Percent Of Payroll in Human Capital

Public Transportation Behind the Curve on Training Investment



*Estimated by the Transportation Learning Center based on a 2010 survey of the transit industry

SOLUTION: A Standards-Based Industry Training System

Step 1. Industry-wide Training Standards

**40+ Agencies and Local Unions Worked Together
To Create Training Standards for Frontline Occupations**

Maintenance Technicians

- 1. Transit Bus**
- 2. Rail Car**
- 3. Signals**
- 4. Elevator-Escalator**
- 5. Rail Traction Power**

Plus:

- 6. Bus Operator**

Solutions

Step 2. Industry-Wide Consortia for Developing Standards-Based Technical Training

- **Signals** Training Consortium – 20+ Agencies Sharing Cost
- **Elevator-Escalator** Training Consortium
- **Rail Car** Training Consortium, Building on TCRP E-7 foundation
 - ➔ **Traction Power, Bus Technicians**

Producing

- **Courseware** Standards-Based Customizable Courseware
 - Classroom and On-the-Job Learning
- **Apprenticeship** Framework for Apprenticeship / Certification, national & local
- **Train-the-Trainer** Courses (and certification) for Instructors
- **Mentoring** – Training and Preparation
- **College Credit** recognition for Work-Based Learning

Solutions

Step 3. Career Ladder Training for Incumbents

- **Based on New Industry-wide Standards**
- **Building Local Apprenticeship Joint Programs**
- **Using Sharable courseware as it is developed**
- **With Trained Instructors**
- **With Trainer Mentors**
- **Seeking College Credit**

Current Projects: Cleveland, Des Moines . . .

Past Projects: CDTA, CENTRO, SamTrans, Sacramento RTD, COTA, New York City Transit, Pittsburgh, small PA transit authorities, NJ Transit, MARTA . . .

Solutions

Step 4. Career Pathways for Future New Hires

Education:

- Career and Technical Education Partnerships
- Job Shadowing, Internships
- Visiting Instructors, Mentoring
- Hands-On Learning Modules

Training:

- Pre-Apprenticeship Programs for Community Residents

Current Locations: SEPTA, UTA, WV, MBTA

New Resource: Profiles of Transit Career Pathway Programs